



**U.S. Army Research Institute
for the Behavioral and Social Sciences**

Research Report 1746

**A Trial Program for Selection to Infantry Training
Brigade Company Command**

**Michael D. Matthews and Jean L. Dyer
U.S. Army Research Institute**

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**U.S. Army Research Institute
for the Behavioral and Social Sciences**

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Research Report 1746

A Trial Program for Selection to Infantry Training Brigade Company Command

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FOREWORD

This report describes the results of an assessment of the effectiveness of a trial program for the selection of company commanders at the Infantry Training Brigade (ITB), Fort Benning, Georgia. Due to a shortage of captains for Infantry company command positions, the Commanding General of the Infantry School initiated the trial program in the summer of 1998. The program involved assigning senior first lieutenants and junior captains who had not yet completed the Infantry Captain's Career Course (ICCC) to ITB company command. Completion of ICCC is a prerequisite for assuming company command in the Army. Therefore, the trial program required a waiver of this policy from the Department of the Army. A key aspect of the program was that the officers assigned to command were selected from a list of highly qualified volunteers, and were offered a follow-on command in a Table of Organization and Equipment (TO&E) unit.

The research compared officers in the trial program with ITB company commanders who assumed command after completing ICCC with respect to leadership, training management, and job performance. Additionally, because company commanders in the trial program were in command for 11 months, versus the 18 months for commanders who had completed ICCC, the study examined possible turbulence effects of the shorter command on the company and its battalion. Because the captain shortage affects the entire Army, the results from the study are relevant throughout the Army.

The findings were briefed to the Chief of Staff, U.S. Army Infantry School (April 1999), Commanding General and Deputy Commanding General, U.S. Army Infantry School (May 1999), and the Deputy Commanding General, U.S. Army Training and Doctrine Command (June 1999). The decision was made to continue the program.



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A TRIAL PROGRAM FOR SELECTION TO INFANTRY TRAINING BRIGADE COMPANY COMMAND

EXECUTIVE SUMMARY

Research Requirement:

The U.S. Army is experiencing a shortage of captains for assignment to company command and other positions. To address this shortage, the Commanding General, U.S. Army Infantry School, initiated a trial program for assigning officers to the Infantry Training Brigade (ITB) company command. The program involved selecting senior first lieutenants and junior captains who had not yet completed the Infantry Captains Career Course (ICCC) from a pool of otherwise highly qualified volunteers. The objective was to identify the "future colonels and generals of the Army" for the program. As an incentive for officers to apply for the program, the ITB company command was shortened to 11 months, from its standard 18 month duration, and a follow-on command in a Table of Organization and Equipment (TO&E) unit was promised based on successful performance in the ITB company command and subsequent completion of ICCC. Because company command, especially in a TO&E unit, is highly valued among Infantry officers, the promise of a follow-on command provided strong motivation to apply for the trial program and to perform diligently once selected. The U.S. Army Research Institute (ARI), Infantry Forces Research Unit, was asked to evaluate the effectiveness of the officers assigned to the trial program. Specifically, the job performance, leadership, and training management skills of these officers were assessed. In addition, unit turbulence resulting from the more rapid turnover of officers in the trial program was examined.

Procedure:

The study was conducted in two phases. Phase I compared eight officers in the trial program, or Pre-ICCC company commanders, with eight officers who assumed command after ICCC, or Post-ICCC company commanders. Phase I focused on the job performance and leadership of the targeted commanders. Surveys were administered to eight drill sergeants within each commander's company, his battalion command sergeant major (CSM), and his battalion commander. In addition, each company commander was interviewed. Phase II evaluated the training management skills of company commanders in the trial program and also probed for unit turbulence effects resulting from the 11-month duration of command associated with the trial program. For Phase II, surveys were given to 60 experienced drill sergeants, and the five ITB battalion commanders were interviewed.

Findings:

In Phase I, drill sergeants, battalion CSMs, and battalion commanders rated the job performance and leadership of the Pre-ICCC company commanders very favorably. They were rated consistently higher than the Post-ICCC company commanders. Pre-ICCC company commanders were viewed as extremely enthusiastic and highly motivated, and as possessing excellent interpersonal and leadership skills. Interviews with the Pre-ICCC commanders supported these observations and revealed them to be very accepting and supportive of the trial program. In Phase II, battalion commanders expressed concern about the trial program in two areas: the experience base of the Pre-ICCC company commanders, and turbulence resulting from the 11-month duration of command. However, the battalion commanders felt lack of experience and turbulence effects could be controlled through various management and leadership techniques on their part. On the whole, battalion commanders were very supportive of the program. Survey results from drill sergeants showed that changes in company commander had relatively small impact on the day-to-day training of soldiers.

Utilization of Findings:

Because of the Army-wide captain shortage, the information will be useful to Army leadership in planning strategies to respond to shortage of personnel and turbulence throughout the Army. The findings provided valuable feedback to the ITB and the Infantry School on the effectiveness of the trial program. In addition, it assisted Infantry School decisions on whether to continue and how to manage the program.

A TRIAL PROGRAM FOR SELECTION TO INFANTRY TRAINING BRIGADE COMPANY COMMAND

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A Trial Program for Selection to Infantry Training Brigade Company Command

Introduction

The U.S. Army is currently experiencing a shortage of captains (Cornwell, 1999). One consequence of this shortage is finding enough captains to fill company commands. In response to this situation, a trial program was initiated by the Commandant, U.S. Army Infantry School (USAIS). The trial program assigns senior first lieutenants and junior captains to company commands in the Infantry Training Brigade (ITB) prior to their taking the Infantry Captain's Career Course (ICCC), formerly known as the Infantry Officer Advanced Course (IOAC). Implementation of the trial program required a waiver of Department of the Army policy that requires completion of ICCC prior to company command. The course remains a prerequisite for company command elsewhere in the Army. Thus, the formal professional military education that officers in the trial program complete before assuming ITB company command are source of commissioning, Infantry Officer Basic Course (IOBC, taken as a second lieutenant shortly after commissioning), and various specialty courses such as Ranger or Airborne School. In addition, they will have served in various Army jobs including platoon leader and staff positions.

As the trial program was originally designed, the officers assigned to an ITB company command prior to ICCC were selected from a list of volunteers, and was to include a relatively small percentage of the total number of ITB company commanders. The Commandant, USAIS, asked Infantry battalion and brigade commanders to nominate outstanding senior first lieutenants and captains who had not taken ICCC for inclusion in the trial program. The chief criteria the commanders were to look for were "maturity, wisdom, and judgment." The identified officers, in turn, were asked if they were interested in the trial program. Officers who indicated interest in the trial program were interviewed by the ITB brigade commander prior to acceptance. Moreover, they were promised a second command in a Table of Organization and Equipment (TO&E) unit after completing ICCC. TO&E units are combat units, and such jobs are highly prized within the Infantry.

Additionally, the ITB command was for 11 months, thus preventing it from being branch qualifying. A branch qualifying position is an assignment that is required for an officer to be promoted to the next highest rank. Company command is a branch qualifying requirement for Infantry captains. Since under the trial program the ITB command was not branch qualifying, these officers could subsequently be assigned a branch qualifying command in a TO&E unit following completion of their ITB command and ICCC. In contrast, officers assigned to an ITB company command following completion of ICCC have a standard tour of 18 months and it represents their branch qualifying position. It is important to note that the majority of ITB officers are not volunteers but are assigned the job from the pool of officers available at any given time for assignment to a company command. Typically, Army officers are assigned only one command as a captain. Also, Infantry officers perceive the ITB command, and similar

TRADOC Table of Distribution and Allowances (TDA) positions, not to be career enhancing assignments.

The intent of the trial program was to identify junior officers who had already demonstrated excellent job performance and who displayed considerable potential for future Army leadership positions. Indeed, the officers targeted for this program were referred to by the senior leadership at USAIS as the "future colonels and generals of the Army." The promise of a second command in a TO&E company following ICCC provided the incentive for officers to volunteer. The selection process then helped assure that only the highest quality officers would be selected.

The job of company commander in ITB is a vital one. The commander is responsible for initial entry training for up to 240 soldiers through a 14-week training regimen. Because of the importance of this command, it was necessary to evaluate the efficacy of the trial program objectively. The U.S. Army Research Institute (ARI) was asked by the USAIS to conduct this evaluation. It was agreed that ARI would design a research plan to assess the leadership, training, and command effectiveness of the officers in the trial program versus a comparison group of commanders who assumed command after completing ICCC.

While the primary reason for this research project was to assess the trial program, there are aspects of the evaluation that are of more general interest to Army leaders. First, given the shortage of captains noted previously for company command positions throughout the Army, the role of ICCC in command is of substantial relevance. Second, commanders who successfully complete an 11-month ITB command may be expected to be more effective more quickly in their subsequent TO&E company command. Third, because commanders in the trial program are in command for 11 months instead of the standard 18-month period, questions about the effects of more rapid turnover of company commanders on the company, battalion, and brigade can be raised. The impact of more rapid cycling of company commanders is of general interest to Army leaders, because rapid turnover is not uncommon in today's Army.

The current report presents the results of the evaluation of the trial program. Two separate research phases were implemented. The first phase assessed the relative performance in leadership and command of ITB company commanders in the trial program ("Pre-ICCC commanders") compared to those who had assumed command after completing ICCC ("Post-ICCC commanders"). The second phase examined the effects of the 11-month command of the Pre-ICCC commanders on turbulence and related phenomena. The implication of the results for the ITB and the Army as a whole are discussed.

Phase I: Job Performance and Leadership

The first step in evaluating the success of the trial program involved assessing the job performance, leadership, organizational, training, and interpersonal skills of Pre-ICCC ITB company commanders. Accordingly, a survey instrument was developed that

elicited ratings of a variety of behaviors and traits related to these dimensions. Ratings of Pre-ICCC company commanders were compared to those of Post-ICCC company commanders.

Method

Participants. Eight Pre-ICCC and eight Post-ICCC commanders were selected for inclusion in the study. To be included, company commanders had to have a minimum of eight months in command. This length of command was necessary for the commander to learn his job and for raters to know enough about the commander to effectively evaluate his performance. At the time, eight was the total number of Pre-ICCC commanders that met the criterion. The Pre-ICCC commanders averaged 4.9 years of commissioned service, 5.4 years in the Army, and eight months in command. One Pre-ICCC commander had seven years of prior Army enlisted service. Five Pre-ICCC commanders were United States Military Academy (USMA) graduates, and three received commissions through Reserve Officer Training Commissioning (ROTC) programs. The Post-ICCC commanders averaged 6.8 years commissioned service, 9.7 years in the Army, and 9.5 months in the present command. Three had prior enlisted service, ranging from 10 to 12 years in length. Four Post-ICCC commanders were commissioned through ROTC, three through OCS, and one was a USMA graduate. All of the Pre-ICCC commanders had been platoon leaders, six were previously assigned as company executive officers (XO), and five had been battalion S3s. Previous duty positions held by Post-ICCC commanders included seven as platoon leader and company XO, and four as battalion S3. One Post-ICCC company commander had spent his entire Army career prior to assuming command as a shooter/instructor with the Army Marksmanship Unit. A complete listing of prior duty positions held and Army schools attended is found in Appendix A.

Ten ratings were solicited for each company commander. The ratings were from eight drill sergeants within each commander's company, the battalion command sergeants major (CSM), and the battalion commander. The drill sergeants had a mean of 13 months in the job of drill sergeant and 8 months with their current company commander. Sixty-four of 124 identified themselves as senior drill sergeants. Ninety-six indicated they had worked with another ITB company commander prior to their current one. All were staff sergeants or sergeant first class.

Survey instruments. Five different, but related, survey instruments were developed for the Pre-ICCC company commanders, Post-ICCC company commanders, drill sergeants, battalion commanders, and the battalion CSM. Copies of all four surveys are in Appendix B. Common to all was a brief explanation of the project and a privacy act statement. In addition, all groups were asked how long it took the company commander to become proficient in his job. Responses were "less than two months," "two to four months," "four to six months," "six to eight months," and "eight to 10 months."

A "self-survey" was developed for both groups of commanders. The self-survey asked background questions on source of commissioning, length of military service, months in the current command, previous Army assignments, and Army schools attended. Open-ended questions concerned why he joined the Army, why he selected the Infantry as his branch, and why he volunteered for ITB command (for Pre-ICCC commanders only) prior to completing ICCC. Each company commander was asked to list the top five goals he had for his command, rate each goal on whether it had been "partially met," "met," or "exceeded," and state what expectations he had for this command. Finally, they were asked if they would recommend the position to another Infantry officer.

The surveys for drill sergeants, the battalion CSM, and the battalion commander were very similar. Slight differences in the background questions and in the wording of some of the rating scales were necessary to reflect the different positions in the organizational hierarchy of the different respondents. They were also asked to state whether the target company commander was "better", "as good", or "worse" than other company commanders they had experienced.

A major part of the survey requested respondents to rate whether certain leadership and command characteristics applied to the target commander. Possible responses were "does not apply", "applies sometimes," "applies most of the time," and "almost always or always applies." From an analysis of Army leadership manuals (Department of the Army, 1985, 1993), eight dimensions of effective leadership were identified. Traits descriptive of each dimension were then developed. The eight dimensions were organized into eight subscales consisting of from three to 10 traits: Training – General (n=4 items), Training- Soldiers (n=4 items), Organizational Skills (n=8 items), General Attributes (n=7 items), Military Expertise (n=3 items), Decision-Making (n=5 items), Professionalism (n=4 items), and Interpersonal Skills (n=10 items). Table 1 lists each of the eight dimensions and their associated descriptive traits.

In addition to the rating scales described above, the battalion CSM and battalion commanders rated whether or not the target commander would make a good company commander in a TO&E unit, and if that commander had the "wisdom, maturity, and judgment" to have been assigned his ITB Company command. They also indicated whether or not they felt graduation from ICCC should be a prerequisite for ITB Company command, and provided an explanation for their response.

Interview instrument. Finally, an instrument was developed to interview company commanders (see Appendix B). Questions concerning their approach to leadership, experiences that shaped their leadership skills, and views on what personal and professional characteristics are necessary for effective ITB Company command were asked.

Table 1

Eight Subscales and Descriptive Traits for Phase I Drill Sergeant, Battalion Commander, and Battalion CSM Surveys

Training – General	Training – Soldiers
<ul style="list-style-type: none">• Has good ideas about training• Is interested in training• Is dedicated to seeing that OSUT soldiers have quality training• Monitors reinforcement training	<ul style="list-style-type: none">• Enjoys working with young soldiers• Has good rapport with young soldiers• Motivates young soldiers• Instills a sense of discipline in young soldiers
Organizational Skills	Interpersonal Skills
<ul style="list-style-type: none">• Good time manager• Pays attention to details• Delegates authority• Works with you and others as a team• Keeps you informed• Insures orders are understood• Insures tasks are supervised and accomplished• Communicates goals clearly	<ul style="list-style-type: none">• Listens to you• Listens to others• Will back you up• Respects you• Respects the soldiers• Asks for your advice• Praises you for a good job• Encourages you to do your best• Is an effective counselor• Handles disputes well
General Attributes	Decision-Making
<ul style="list-style-type: none">• Is physically fit• Possesses common sense• Inspires others• Is smart• Is mature• Works hard• Has a sense of humor	<ul style="list-style-type: none">• Makes good decisions• Makes timely decisions• Develops creative, yet effective solutions to problems• Uses good judgment in most of his actions and decisions• Listens to all sides of a disagreement before deciding
Military Expertise	Professionalism
<ul style="list-style-type: none">• Is technically proficient• Knows Army tactics• Knows Army training doctrine	<ul style="list-style-type: none">• Has high integrity• Leads by example• Takes responsibility for his actions• Respected by others

Note: Small differences in wording of personal traits exist on some items between the drill sergeant survey and the battalion commander and CSM surveys. See Appendix B for exact wording of battalion commander and CSM surveys.

Procedure and design. A packet containing the company commander self-survey, the battalion commander survey, the battalion CSM survey, and eight drill sergeant surveys was left with the battalion executive officer (XO) for each targeted company commander. The battalion XO distributed the surveys and instructed respondents to fill out the survey, seal it in the attached envelope, and return it to him. Completed surveys were picked up from the battalion XO. Of 128 drill sergeants who

were asked to complete a survey on their company commander, 124 (97%) did so. All five battalion commanders completed surveys on each of the company commanders targeted in their battalion. Four of the five battalion CSMs completed surveys on targeted company commanders. One battalion CSM declined to participate because he was newly assigned to his job and felt he did not know the company commanders well enough to offer valid ratings.

In the interview, each company commander was given a brief explanation of the purpose of the study, and was assured that his responses would be kept confidential. The interviews took approximately an hour. To ensure accuracy, the interviews were tape recorded and transcribed.

When Phase I started, only three company commanders had reached eight months of command. In order to obtain additional commanders with eight months in command, this phase was extended over a five-month period. When a targeted captain reached the eight-month point in command, surveys were distributed to his raters and an interview was scheduled.

Results

Survey results. A central question was how many Pre-ICCC and Post-ICCC commanders were perceived as doing a good job. Was the number higher for one group than the other? To examine this issue, a criterion was established for assigning what was called a "top" rating to each commander on each leadership subscale. For each subscale, this criterion combined all the ratings by the drill sergeants, battalion commanders, and battalion CSM across all items. A top rating was then operationally defined as all ratings falling in the "always" category of the rating scale, distributed between "always or almost always" and "applies most of the time," or a concentration of over 50% of the ratings in the "always" category with no ratings below "sometimes." Thus, a "top" rating reflected the fact that the traits cited under each subscale were perceived as being very characteristic of that commander. For example, with Military Expertise a top rating meant that the commander knew Army tactics, knew training doctrine, and was technically proficient.

The number of Pre-ICCC and Post-ICCC commanders receiving a top rating for each of the eight subscales is shown in Figure 1. On each subscale, more Pre-ICCC commanders received top ratings than did Post-ICCC commanders. The minimum number of Pre-ICCC commanders receiving a top rating was five; the maximum was eight. For the Post-ICCC commanders, the minimum was two; the maximum was three.

Table 2 further illustrates the higher ratings given to the Pre-ICCC commanders by showing the number of commanders having top ratings in the eight areas rated. All but one Pre-ICCC commander had top ratings in at least half of the subscales. Only two Post-ICCC commanders received "top" ratings in more than two areas. Ratings were also categorized as "middle" and "low agreement." A "middle" rating was defined as all ratings for a given commander ranging from "always" to "mostly" to "sometimes," with less

than 50% of the ratings in the "always" block. A "low agreement" rating was defined as the ratings being spread across all four response options, with no response option receiving greater than 50% of the ratings. No captain received ratings concentrated below the "sometimes" response option. Appendix C contains the distribution of "top," "middle," and "low agreement" ratings for both groups of captains for each of the eight areas rated. Appendix D is a summary of ratings for commanders from each group on all subscales.

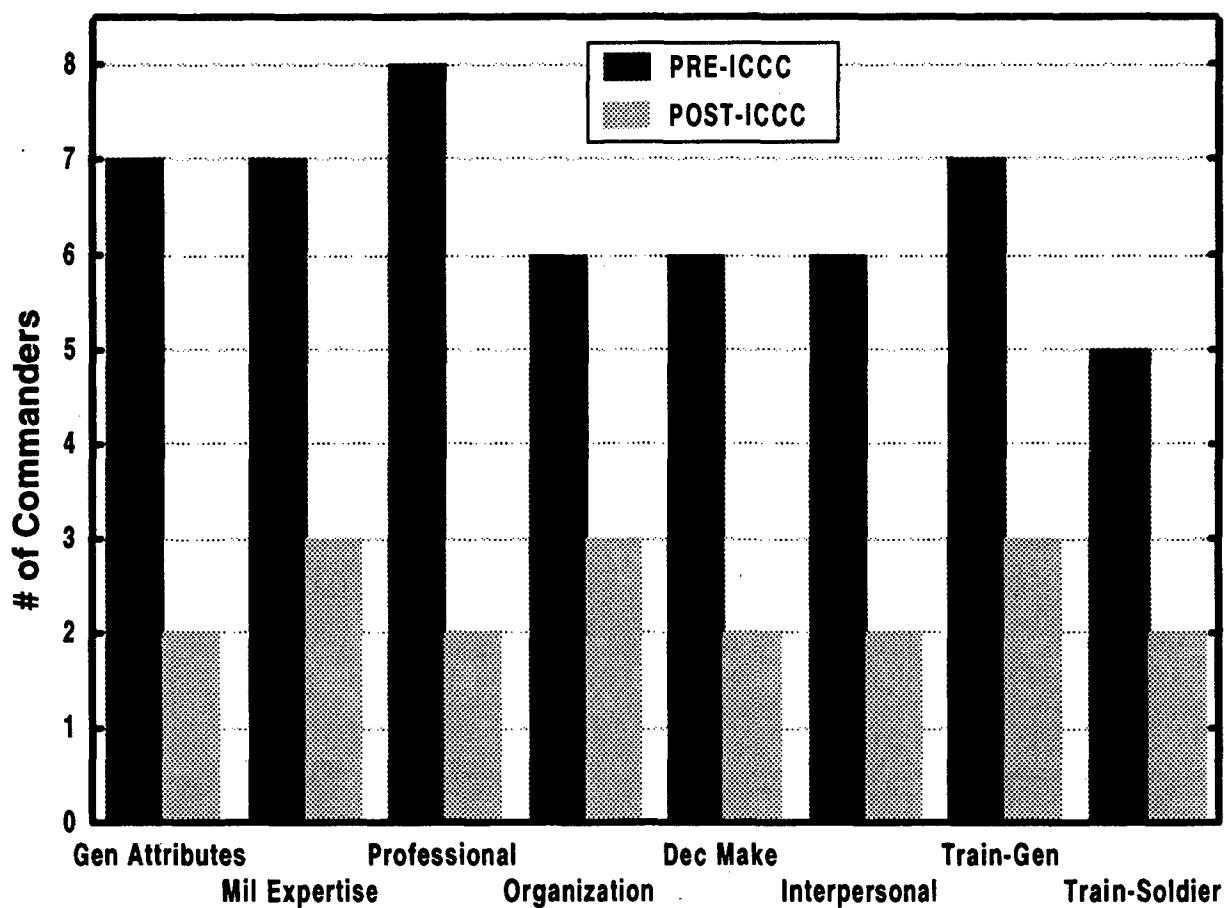


Figure 1. Number of Pre-ICCC and Post-ICCC commanders receiving "top" ratings on eight leadership and training subscales.

Table 3 presents the mean, standard deviation, and group contrast results of a multivariate analysis of variance (MANOVA) for the ratings on the eight subscales. Ratings on the subscales were coded as 1 ("does not apply") to 4 ("almost always or always applies"), so a higher mean reflected a higher rating. Each commander's ratings were summed and a mean calculated. Using an alpha value of .05, the overall group effect was significant (Wilks' $\Lambda = .83$; $F [7] = 4.10$; $p < .01$). Pre-ICCC commanders were rated significantly higher than Post-ICCC commanders on each of the subscales.

Table 2

Number of Pre-ICCC and Post-ICCC Company Commanders Receiving Top Ratings on the Eight Subscales

Pre-ICCC Commanders

5 with a top rating on all 8 subscales
 1 with a top rating on 7 subscales
 1 with a top rating on 4 subscales
 1 with a top rating on 1 subscale

Post-ICCC Commanders

2 with a top rating on all 8 subscales
 1 with a top rating on 2 subscales
 1 with a top rating on 1 subscale
 4 with a top rating on no subscale

Table 3

Descriptive Statistics and Group Contrasts for Phase I Survey Ratings

Subscale	Group	M	SD	df	F
Training-General	Pre-ICCC	3.52	.53	1,150	13.78***
	Post-ICCC	3.12	.73		
Training-Soldiers	Pre-ICCC	3.40	.66	1,150	8.79**
	Post-ICCC	3.02	.91		
General Traits	Pre-ICCC	3.69	.48	1,150	19.80***
	Post-ICCC	3.26	.75		
Organizational Skills	Pre-ICCC	3.58	.50	1,150	15.74***
	Post-ICCC	3.16	.72		
Military Expertise	Pre-ICCC	3.80	.48	1,150	19.80***
	Post-ICCC	3.28	.75		
Decision-Making	Pre-ICCC	3.56	.52	1,150	20.40***
	Post-ICCC	2.94	.81		
Professional Skills	Pre-ICCC	3.80	.39	1,150	25.65*
	Post-ICCC	3.20	.76		
Interpersonal Skills	Pre-ICCC	3.58	.57	1,150	18.77***
	Post-ICCC	3.03	.81		

* $p < .05$ ** $p < .01$ *** $p < .001$

A MANOVA was also performed on the ratings of "how good" each commander was and on "how long" it took them to become proficient in their job. "How good" responses were coded on a three-point scale, ranging from 1 ("worse") to 3 ("better").

Ratings of "how long" were coded from 1 ("less than two months") to 5 ("eight to ten months"). Mean "how good" ratings for the Pre-ICCC commanders and Post-ICCC commanders were 2.42 ($SD=.31$) and 2.21 ($SD=.54$), respectively. Mean ratings for the two groups on "how long" were 1.65 ($SD=.43$) and 2.18 ($SD=.69$), respectively. An overall group effect was found (Wilks' $\Lambda = .939$; $F [2] = 3.64$; $p < .05$). In addition, differences between the Pre-ICCC and Post-ICCC commanders were found for "how good" $F (1,113) = 4.37$ $p < .05$; and for "how long" $F (1,113) = 6.30$, $p < .05$.

The surveys given to the battalion commanders and CSMs included some additional questions. Each was asked whether the company commander in question had the "wisdom and maturity" for his current command, and if he would be a good commander in a TO&E unit. Battalion commanders rated each company commander from both groups positively on these questions. Battalion CSMs rated one Pre-ICCC commander as unsuited for a TO&E command, and one company commander from each group as lacking in wisdom and maturity for the current command.

Battalion commanders and CSMs were asked if they felt ICCC should be a prerequisite for ITB command. They expressed mixed opinions on this issue, and it was difficult to dichotomize responses into "yes" or "no." Several marked "yes," but then qualified that response in their written comments. Battalion commanders and CSMs expressed several reasons why they might ideally prefer ICCC as a command prerequisite. First, ICCC graduates were perceived to have a greater experience base than non-graduates. Second, they felt that the 11-month tour of duty associated with the trial program introduced too much turbulence at the battalion and company levels. Finally, ICCC graduates were perceived as having experienced greater exposure to the Army. Reasons given by battalion commanders and CSMs for ICCC not being a firm prerequisite for company command included the observation that IOBC and platoon leader experience were sufficient preparation for this command. Some felt selection to ITB command should be based on proven excellence, not on simply completing a school. Finally, high motivation and the structure of the ITB environment were perceived by some to be more important contributors to command success than completion of ICCC.

Company commander self-surveys. Pre-ICCC and Post-ICCC commanders estimated "how long" they believed it took them to become proficient in their duties. The Pre-ICCC commanders had a mean response of 2.0 ($SD=.43$) on this question, compared to a mean of 1.88 ($SD=.69$) for the Post-ICCC commanders. This difference was not statistically significant $t (14) = .28$, $p > .05$.

Responses of the company commanders to the open-ended survey questions showed that development of leadership skills was the most common response to why the Pre-ICCC commanders volunteered for the program. Of 11 responses given, 10 dealt with improving leadership and command skills. Interestingly, six of the Pre-ICCC commanders said they would not have volunteered for the trial program without the promise of a follow-on command in a TO&E unit. This underscores the key role of the follow-on command as an incentive to volunteer for ITB Company command and perhaps as a motivator to maintain high performance while in command.

Company commanders from both groups indicated that the top goals they wished to achieve during their command were learning to work with and develop the skills of noncommissioned officers (NCOs), to further hone command skills, and to conduct excellent training and produce a better soldier. For the most part they felt they were meeting or exceeding these goals. Interestingly, however, there was a trend for members of the Pre-ICCC group to rate their goal accomplishment somewhat less highly than Post-ICCC commanders. Seventy three percent of the Pre-ICCC commanders stated they had met or exceeded their goals, compared to 86% of the comparison group commanders.

In a related question, company commanders stated the expectations they had for their command. A wide variety of responses was given. The two most common responses were to learn about training and to develop leadership skills. Other expectations included to gain experience in administrative actions, motivate NCOs, and to graduate quality soldiers. Of the expectations listed, Pre-ICCC commanders stated they had met or partially met 82% of their expectations, and Post-ICCC commanders indicated they had met or partially met 75% of their expectations. A complete list of goals and expectations for the command is in Appendix E.

Finally, all but one of the company commanders indicated they would recommend this job to another Infantry officer. The one who answered negatively qualified his response by saying he would not do so if this was to be the officer's only command as a captain. Overall, the company commanders from both groups were extremely satisfied with their experiences in command.

Company commander interviews. The interviews with the company commanders covered a variety of questions pertaining to leadership and command experience. The most common responses from all commanders concerning their leadership style were to establish firm guidelines in working with subordinates, to empower subordinates, and to practice participatory management. Army experiences that influenced their leadership style included college/commissioning source, previous field experience with NCOs and commanders, and field experience as platoon leader or XO. One company commander, an ICCC graduate, mentioned ICCC as a top influence in developing leadership skills. Perhaps not surprisingly, USMA graduates felt their undergraduate experiences were very important in developing leadership style. Several commanders pointed out that experience as a specialty platoon leader, such as a mortar platoon leader, was especially valuable because these platoon leaders operate more independently in the training and personnel management areas than rifle platoon leaders. In short, any experiences that enabled the officer to assume additional responsibility early in his career were perceived as particularly valuable in developing a leadership style.

The company commanders were also asked what Army experiences had shaped their approach to working with drill sergeants. Most mentioned previous field experience with NCOs and learning to work with drill sergeants while in their current job.

Several USMA graduates mentioned the Drill Cadet Leader Training program, where cadets spend time working with drill sergeants at an Initial Entry Training program during their summer term. Those who had participated in this program were highly impressed with what it taught them about working with drill sergeants and NCOs in general. When asked what advice they would give to a new ITB company commander in working with drill sergeants, the commanders emphasized the need to know, establish, and maintain standards; to demonstrate confidence in their drill sergeants; and to practice participatory management. One Pre-ICCC commander stated "Make sure you ask the drill sergeants for their input. You don't have to go along with what they say, but it is important to ask them for their input because they know their jobs very well. Make your decision based off of that, then everybody accepts the plan as a group thing."

The ITB company command experience was perceived to be a very positive one by the majority of commanders from both groups. They felt it was an outstanding leadership experience, which would put them ahead of their peers in their subsequent follow-on command. The officers felt this experience would help them in future commands and jobs by giving them a better understanding of the ITB product, soldier capabilities, and by giving them extensive experience working with NCOs. "I have a better understanding of how NCOs can train soldiers . . . and have seen NCOs teach soldiers from knowing nothing to being strong Infantrymen with basic knowledge," commented one Pre-ICCC commander. Several pointed out that experience with soldier training would help them understand and deal with new soldiers in operational units. As one Pre-ICCC commander said, "I know where new soldiers come from . . . what I can expect from them and what they can do successfully." Pre-ICCC commanders felt their experience would put them far ahead of their counterparts in their next company command, because they would already know the administrative aspect of command. This would allow them to concentrate on the tactical aspects of command in future assignments. A Pre-ICCC commander said "This is a great opportunity. This is like a practice run at being a company commander. It gives you the opportunity to learn what goes on at the company level in a very structured environment. You learn to do the paperwork and NCO portion of command without taking your company into combat."

The company commanders mentioned several prerequisites they felt were important for ITB command. They most frequently mentioned platoon leader and other field experience, and personal traits. Among the personal traits mentioned was high motivation. High integrity and being physically fit were also identified. The latter was seen as vital because part of leadership in an ITB company involves daily participation in physical training with soldiers and modeling a high degree of physical fitness. Other key personal qualities were excellent communication skills and a resolve to excel. Three Post-ICCC commanders and no Pre-ICCC commanders mentioned that the advanced course should be a prerequisite for the command.

Two general observations were taken from the company commander interviews. First, ICCC was seldom mentioned by officers in either group as being a significant factor in training or leadership development. However, this is not to suggest that ICCC

lacks value. Rather, officers from both groups felt that ICCC would increase their experience base and give them the opportunity to learn new perspectives by interacting with their peers from throughout the Army. Second, officers from both groups also saw some inequities in the trial program. There was a sense among the Post-ICCC commanders that the Pre-ICCC commanders were getting a "better deal" than they themselves had received. Several Post-ICCC commanders expressed a strong desire for a second company command as a captain, but were not optimistic about receiving one.

Discussion

The survey results clearly indicated that Pre-ICCC company commanders were rated very favorably on their job performance, ability to learn their job quickly, and various dimensions of leadership. They received high ratings not only from their battalion commander and CSM, but also from their drill sergeants. Surprisingly, they received substantially more favorable ratings than company commanders who had completed ICCC prior to assuming command. Because upward ratings have been shown to provide valuable feedback concerning leadership development and job performance (Atwater, Ostroff, Yammarino, & Fleenor, 1998; London & Smither, 1995), inclusion of drill sergeant ratings in the current design was instrumental in obtaining complete evaluations of the company commanders. However, as the groups differed in several ways besides completion of ICCC, attributing the differences between the two groups to completion of ICCC is unwarranted.

The groups differed in key respects. Pre-ICCC commanders were selected on the criterion of a history of excellent performance and volunteered for the command. The ITB brigade commander then interviewed candidates for the trial program. The promise of a second company command, in a TO&E company, following successful completion of their current command and ICCC provided a strong incentive for them to perform well. In contrast, officers in the comparison group were simply assigned the command. Most would have preferred command in a TO&E unit. Thus, while they performed their duties as company commanders adequately, they may have lacked the zeal of those for whom their current command would be followed by command in a TO&E company. In contrast, Pre-ICCC commanders may have possessed a more positive affect toward their command. Recent evidence suggests that job affect is a relatively strong predictor of job performance (Cote, 1999).

The groups also differed in other ways. Five Pre-ICCC commanders were USMA graduates, compared to one Post-ICCC commander. Three of the latter group had extensive enlisted experience, versus just one Pre-ICCC commander. Ironically, age and experience did not necessarily translate into high ratings. The top rated Post-ICCC commander had approximately 10 years enlisted experience prior to attending OCS. On the other hand, two of the lower rated commanders in the Post-ICCC group also had lengthy prior service experience consisting of six and nearly 10 years.

A common theme that emerged from the interviews involved the crucial role that motivation plays in a successful ITB command. To the extent that volunteering for a command enhances intrinsic motivation, enthusiasm and appreciation of the job should also be enhanced (e.g., Geen, Beatty, & Arkin, 1984). This, coupled with the incentive of a second command, would substantially enhance the motivation of officers to perform well. In contrast, many officers view ITB command as less desirable than a field command. Discussions with the ITB brigade commander and battalion commanders suggest that in the past captains assigned to ITB company command as their branch-qualifying job fared relatively poorly in selection to Command and General Staff College (CGSC) and promotion to major. This could prove de-motivating for Post-ICCC commanders. Consistent with this hypothesis, Pre-ICCC commanders were more enthusiastic about their duties than the Post-ICCC commanders and viewed their job as a career-enhancer.

Caution should be used in generalizing these results. If the selection process for inclusion in the trial program was changed, or if the promise of a follow-on command was removed, a different outcome could be found. Moreover, care should be taken in generalizing these findings to other TDA or TO&E commands. Given the extent of the captain shortage, there may be incentive to place junior officers into command or positions of greater responsibility. While this may have been successful in the current instance with the current conditions, it may not be so successful in other settings.

Phase II: Turbulence and Training Management

The analysis and evaluation of the Phase I results suggested several areas of concern relative to the trial program that warranted further investigation. ITB and USAIS personnel who received the briefing of the Phase I study also voiced these concerns. The biggest concern focused on turbulence resulting from the 11-month command of the Pre-ICCC commanders. A second concern dealt with the maturity level of the Pre-ICCC commanders. At issue was their ability to assume the responsibilities of command without having the experience base provided by ICCC. A third concern related to the ability of less experienced officers to optimally manage training in an environment where training management is among the most critical components of the job. The Phase I surveys and interviews provided limited information on these concerns.

Accordingly, Phase II of the study was designed to address these three issues. Because excessive turbulence could offset positive outcomes of the trial program, it was given a heavy emphasis in Phase II. Like Phase I, the second phase of the study involved surveying drill sergeants and battalion commanders. Because of the key input that battalion commanders could provide on these issues, they were interviewed in-depth.

Method

Participants. In Phase II, all five ITB battalion commanders were surveyed and interviewed. All were lieutenant colonels and had been in their job as commander for 5 to 21 months at the time of their interview. Also, 60 drill sergeants were surveyed. The mean time served as drill sergeant was 19 months, with a range of 6 to 36 months. They had a mean of 7 months with their current commander, and all but 6 had served under at least two ITB Company commanders.

Survey instruments. A survey was developed to assess the impact of turnover of ITB company commanders on various aspects of the training mission. Similar versions of the survey were developed for distribution to drill sergeants and the battalion commanders. Copies of both surveys and the interview instrument used in Phase II are found in Appendix F. Both surveys asked respondents to indicate the degree of impact that changing company commanders every 11 months versus 18 months had on various aspects of their jobs. A four-point scale was employed, with responses being "not concerned," "a little concerned," "somewhat concerned," and "greatly concerned." Both surveys also asked respondents to estimate how many training cycles are needed for a new company commander to get "up to speed" on various aspects of his job. Note that a training cycle at ITB is 14 weeks. The scale had seven response options, beginning with 0-1/2 of a cycle, and continuing in half cycle (i.e., seven week) increments to the last option of "more than three" cycles.

Both battalion commanders and drill sergeants were asked to estimate the amount of disruption that a change in company commanders has on the "day-to-day" training received by the soldiers. Both were also asked to estimate the degree of impact that the company commander's training philosophy has on how training is accomplished in the company.

The battalion commanders estimated the amount of their personal time and effort required to get a new company commander "up to speed" in his job. Drill sergeants provided estimates of how much time is needed to adjust to a change in the following personnel: Battalion CSM, brigade commander, company first sergeant, battalion commander, company commander, senior drill sergeant, and company XO. The drill sergeants were also asked if they had personally experienced a change in company commanders. Those who had experienced a change were asked to estimate how long it took them to adjust to their new company commander.

Interview instrument. Battalion commanders' interviews included questions in the following areas: Experience base ("maturity") of Pre-ICCC commanders, effects of company commander turnover on company and battalion turbulence, and training management. Questions on turnover and turbulence were relevant to both groups of company commanders, but the effects would be felt more often with Pre-ICCC commanders due to their 11-month command. General questions about the strengths and weaknesses of Pre-ICCC company commanders and of the trial program were also included.

Procedure. Battalion commanders were interviewed individually. The interviews lasted for about an hour. Prior to the interview, the battalion commander was given a brief overview of the purpose of the study and told that his comments would be kept confidential. Battalion commander surveys were distributed prior to the interview, and collected when the interview was conducted. All interviews were tape recorded and transcribed for further analysis.

Four drill sergeant surveys were distributed to 15 of the 16 companies that participated in Phase I. One of the initial companies had moved from ITB to the newly formed Basic Combat Training Brigade and, therefore, was excluded from Phase II. The surveys were delivered to the battalion XO, who was instructed to give the surveys to the four most experienced drill sergeants in the target company. Thus, surveys were distributed to 60 drill sergeants. To ensure confidentiality, the drill sergeants were instructed to return their survey in a sealed envelope provided with the survey.

Phase II began two months following the completion of Phase I and lasted for two months. Approximately six months separated the beginning of Phases I and II. Thus, when battalion commanders were interviewed during Phase II they had considerably more experience working with Pre-ICCC commanders than they had at the beginning of Phase 1.

Results

Survey results. All 60 drill sergeants returned surveys. Drill sergeants were asked three general questions designed to index their perception of the degree of impact that the company commander has on their job. These questions were: "How much disruption do you think a change in company commanders would have on your day-to-day job of training soldiers?;" "How much effect does the training philosophy of the company commander have on how you do your job?;" and "How strong of an impact does the company commander have on how you perform your day-to-day duties that do not deal directly with training?" Response options were "no impact/none," "minimal," "moderate," "substantial," or "major." These questions were developed in order to address the issues of turbulence effects and training management. Responses to these questions are summarized in Table 4. The most frequent response for the impact of a change of commanders on training was "moderate." The most frequent response for effect of the company commander on job duties besides training and degree of impact of the commander's training philosophy was "minimal."

Table 5 shows the drill sergeants' estimates of how long is required for them to adjust to changes in personnel within the brigade. These particular personnel represented key jobs from the company to brigade level. Company commanders fall midway in the rank order of responses, requiring about two weeks for the drill sergeants to adjust. The shortest adjustments were for company XO and senior drill sergeant, with adjustment occurring within a few days. The greatest amount adjustment time, between two and four weeks, was needed for a change in the brigade or battalion

commander. In order to obtain a purer estimate of the time needed to adjust to a new company commander, drill sergeants who had experienced a change in company commanders (N=54) were asked to estimate how long it had taken them to adjust. Again, adjustment takes place within about two weeks.

Table 4
Summary of Drill Sergeant Responses to Turbulence Survey General Questions

<p>"How much disruption do you think a change in company commanders would have on your day-to-day job of training soldiers?"</p>			
Degree of Impact	Frequency	Percent	Cumulative Percent
None	4	7	7
Minimal	20	34	41
Moderate	27	46	87
Substantial	5	9	96
Major	3	5	101
<p>"How much effects does the training philosophy of the company commander have on how you do your job?"</p>			
Degree of Impact	Frequency	Percent	Cumulative Percent
None	7	12	12
Minimal	19	32	44
Moderate	17	28	72
Substantial	13	22	94
Major	4	7	101
<p>"How strong of an impact does the company commander have on how you perform your day-to-day duties that do not deal directly with the training of soldiers?"</p>			
Degree of Impact	Frequency	Percent	Cumulative Percent
None	3	5	5
Minimal	27	45	50
Moderate	24	40	90
Substantial	4	7	97
Major	2	3	100

Note: Cumulative percentages do not equal to 100 due to rounding; N=60

Drill sergeants rated their level of concern regarding changing company commanders every 11 months instead of every 18 months. Response options for this question were "not concerned," "a little concerned," "somewhat concerned," and "greatly concerned." Table 6 shows the distribution of responses to this question. For drill sergeants, the greatest area of concern was for efficient utilization of drill sergeant's time, with 51% of drill sergeants expressing "great concern" in this area.

Table 5

Drill Sergeants' Estimates of Time Needed to Adjust to Personnel Changes

Time Needed to Adjust (% of Drill Sergeants Rating)					
Duty Position Rated	None (immediate)	Minimal (a few days)	Moderate (within 2 weeks)	Substantial (3-4 weeks)	Major (>4 weeks)
Brigade CDR	8%	13%	27%	28%	23%
Battalion CDR	3%	21%	35%	28%	12%
Battalion CSM	8%	31%	33%	18%	9%
Company CDR	8%	22%	44%	17%	8%
Company XO	57%	25%	13%	0%	5%
Company First SGT	5%	27%	45%	13%	10%
Senior Drill SGT	29%	28%	26%	5%	12%

Note: N = 60

It was assumed that the short command tour of 11 months and resultant faster turn-over of commanders could create substantial problems if many aspects of the commander's job required a long time to master. Ten different aspects of the commander's job (e.g., rating drill sergeants, managing routine training, establishing a good relationship with the cadre) were identified. Drill sergeants had to estimate the number of cycles, in half-cycle increments, required for the typical commander to get "up to speed" in these areas. Table 7 shows the responses of drill sergeants to this question.

By the end of 1.5 cycles, 52% to 78% of drill sergeants rated commanders as "up to speed" in each of the 10 areas assessed. Because a training cycle is 14 weeks in duration, 1.5 cycles represents 21 weeks or nearly five months. For Pre-ICCC commanders, this is almost half of their 11-month tour. Thus, areas that take longer than 1.5 training cycles to become proficient could be problematical for commanders with shorter commands. Forty-seven percent of drill sergeants rated "manage major training events like FTX," as requiring more than 1.5 cycles for a company commander to become proficient. Forty-seven percent also indicated "use drills' time efficiently" as requiring more than 1.5 cycles. Over 40% of drill sergeants rated three other areas requiring more than 1.5 cycles including "know job well" (43%), "fairly evaluate drill's job performance," (42%), and "establish reasonable training pace" (42%). The tasks

requiring the fewest number of cycles to master included "learn the POI," "work effectively with the cadre," "manage training resources and logistics," and "establish leadership style." At the end of two cycles, approximately 80% of drill sergeants rated that each task was learned by the company commanders.

Table 6

Percent of Drill Sergeants Showing Concern Over 11-Month Command Duration

Job Component	Level of Concern			
	Not	A Little	Somewhat	Greatly
Efficient Use of Drill SGTs Time	3%	19%	27%	51%
CDR Understands Soldierization Process	10%	36%	21%	34%
CDR Knows Job Well	10%	36%	29%	24%
Cadre Adjusts to Command Climate	17%	30%	34%	19%
Evaluates Your Job Performance	20%	24%	39%	17%
Affects Your Day-To-Day Soldier Training	22%	41%	22%	15%
Establishes a Reasonable Training Pace	7%	39%	41%	14%
Deals Effectively With People Under His Command	15%	29%	44%	12%
Has Good Concurrent Training Ideas	22%	39%	29%	10%
Manages Resources and Logistics	10%	46%	34%	10%

Note: N=60

Because there were only five battalion commanders, comparing their survey responses to those of the drill sergeants is problematical. However, it is interesting to note that, on the question soliciting degree of concern in changing company commanders every 11 months versus 18 months, no battalion commander marked "greatly concerned" in any of the ten areas. Three of the five battalion commanders rated "Company commander's understanding of the soldierization process" as "somewhat concerned." This item was the second highest area of concern for the drill sergeants. The only other areas that a majority of battalion commanders indicated "somewhat concerned" were for "Commander uses drill sergeant's time efficiently," and

"Commander managing resources and logistics." These were the two areas of least concern among drill sergeants.

Table 7

*Number of Training Cycles Needed for Company Commander to Learn Job Effectively:
Percentage of Drill Sergeants' Responses*

Job Component		Number of Cycles						
		0-5	.5-1.0	1.0-1.5	1.5-2.0	2.0-2.5	2.5-3.0	>3.0
Manages Major Training Events	% (cum %)	3 (3)	20 (23)	29 (52)	25 (77)	15 (92)	5 (97)	2 (99)
Uses Drill SGT Time Efficiently	% (cum %)	7 (7)	20 (27)	25 (52)	27 (79)	15 (94)	0 (94)	5 (99)
CDR Knows His Job Well	% (cum %)	3 (3)	21 (24)	32 (56)	21 (77)	17 (94)	3 (97)	2 (99)
Manages Routine Training	% (cum %)	10 (10)	27 (37)	29 (66)	15 (81)	14 (95)	3 (98)	0 (98)
Establishes Reasonable Training Pace	% (cum %)	5 (5)	22 (27)	30 (57)	29 (86)	12 (98)	0 (98)	2 (100)
Evaluates Your Job Performance	% (cum %)	3 (3)	25 (28)	29 (57)	27 (84)	12 (96)	1 (97)	1 (98)
Learns POI	% (cum %)	7 (7)	31 (38)	40 (78)	10 (88)	10 (98)	2 (100)	0 (100)
Works Effectively With Cadre	% (cum %)	9 (9)	25 (34)	31 (65)	22 (87)	10 (97)	0 (97)	3 (100)
Manages Training Resources & Logistics	% (cum %)	3 (3)	25 (28)	41 (69)	22 (91)	9 (100)	0 (100)	0 (100)
Establishes Leadership Style	% (cum %)	17 (17)	27 (44)	25 (69)	20 (89)	10 (99)	0 (99)	0 (99)

Note: Cumulative percentages do not sum to 100 due to rounding; N=60

The majority of battalion commanders identified only two job areas they felt new company commanders would need more than 1.5 cycles to learn. These were "manage

major training events like FTX," and "fairly evaluate drill's job performance." These two areas were also relatively high on the drill sergeants' cycle estimates.

Battalion commander interviews. The battalion commanders recognized the constraints on staffing imposed by the captain shortage. They viewed the trial program as a workable solution to that problem. They viewed Pre-ICCC commanders as bright and quick learners. Although they had concerns about turbulence, training management, and the experience base of Pre-ICCC commanders, they felt the program was working. Evaluations of the program ranged from guarded support to enthusiasm. For example, one battalion commander stated "I have not had a bad experience with this program. I think it is very good. I am willing to accept the turbulence of the 11-month commander with the knowledge I am going to get a motivated and energetic, great-performing lieutenant who is interested in learning and doing a great job." Other battalion commanders also commented on the energy, quickness to learn, and enthusiasm of the Pre-ICCC commanders. Nevertheless, the battalion commanders did raise some questions regarding the turbulence resulting from the 11-month tour of Pre-ICCC commanders and their inexperience relative to ICCC graduates.

Regarding unit turbulence, the battalion commanders expressed concern in four areas. These were the cadre adjusting to new personalities, greater workload for the battalion commander resulting from the need to more closely mentor and develop Pre-ICCC commanders, the company commander developing a training philosophy, and company commanders learning what commanding means. While they felt that working with the Pre-ICCC company commanders placed greater demands on their time, they did not view this demand in a negative way. Rather, they felt it required them to use their leadership skills to bring Pre-ICCC commanders up to speed, a responsibility they viewed as a positive challenge. The areas of concern were common to both Pre-ICCC and Post-ICCC commanders, but due to the faster rotation of the former, these effects would be experienced more frequently for companies commanded by a Pre-ICCC officer.

Battalion commanders cited four approaches to diminish or minimize the effects of more rapid turnover of company commanders. First, they emphasized the importance of having an experienced first sergeant and/or company XO in place at the time of the command change. Second, fostering a command climate conducive to interaction and sharing among the company commanders was viewed as a very valuable way to pass along lessons learned. Third, it was suggested that Pre-ICCC commanders serve in other ITB positions, whenever possible, prior to assumption of company command. The fourth accommodation was increased time in teaching and coaching new commanders. While there is a learning curve for any officer placed into company command for the first time, some battalion commanders felt Post-ICCC commanders were able to step into command quicker than their Pre-ICCC counterparts.

The battalion commanders felt there was a difference in "maturity" level between Pre-ICCC and Post-ICCC commanders. Further discussion suggested that "maturity" was a misnomer, and that less experience was what the battalion commanders were

noting in the Pre-ICCC group. The Pre-ICCC commanders had a median of 14 fewer months of commissioned service than the Post-ICCC commanders. The battalion commanders felt these months were very critical for a young officer. One battalion commander suggested that a year's additional experience early in an officer's career was far more influential than an additional year for a senior officer. ICCC was seen as providing officers the opportunity to learn from and share experiences with their peers and to receive mentoring from senior captains, thus boosting the "maturity" or experience base of the officer.

Other concerns regarding "maturity" also related to experience. Comments from battalion commanders included that Pre-ICCC company commanders "Have less confidence in decision-making. I get more calls late at night from them;" "They must learn to train to standard, not to time;" "They may not recognize when a red flag goes up;" and "Takes them longer (than ICCC graduates) to learn confidence in dealing with NCOs." As mentioned earlier, the battalion commanders responded to these issues by mentoring the company commanders. They also felt that these commanders overcame initial deficiencies within two cycles. However, since an ITB cycle lasts 14 weeks, two cycles represents nearly 60% of an 11-month tour of duty. Thus, the battalion commanders pointed out that once a company commander reaches full competency in his job, he might have only one more full cycle to plan and execute prior to leaving ITB. The effect is that if most or all company commanders in a battalion are in the Pre-ICCC program, the experience base of the battalion is affected.

A related problem deals with training management. If company commanders leave ITB soon after becoming proficient in their jobs, then questions arise as to the effects this might have on soldier training. Battalion commanders defined training management as the allocation of time and resources to accomplish training goals as defined in the ITB program of instruction (POI). Moreover, they felt that effective training management involved going beyond the accomplishment of POI-defined training goals toward the end of achieving excellence in training. That is, while the POI adequately defines training goals and standards, how these goals are accomplished is important. The battalion commanders said that all new company commanders take time, in their estimate about 1.5 training cycles, to become confident and proficient in training management. However, ICCC graduates were viewed as having a clearer idea of training management than their Pre-ICCC counterparts and, thus, were able to develop good training management skills somewhat quicker than the latter. However, there was consensus that good training was accomplished even with more rapid turnover of company commanders. Having experienced staff in the company, particularly the first sergeant, helped new commanders in their transition period.

The interviews revealed several strengths that Pre-ICCC commanders bring to their jobs. The most frequently mentioned were high enthusiasm and motivation to succeed, infectious energy, a high degree of physical fitness, and a strong soldier-orientation. These traits might reflect the strong leadership skills possessed by the Pre-ICCC commanders found in Phase I of the study.

Related to the experience factor discussed above, battalion commanders thought Pre-ICCC company commanders required additional time to develop optimal decision-making skills, and were sometimes not as assertive with NCOs as more experienced company commanders. They also noted that the Pre-ICCC commanders had less experience in dealing with the Uniform Code of Military Justice (UCMJ) and the types of acts and behaviors that lead to UCMJ actions. However, the battalion commanders also said that few commanders, regardless of whether they have completed ICCC, come to the ITB command with extensive UCMJ experience. Moreover, the battalion commanders stated that the strong points mentioned above compensated in large degree for these weaknesses.

During the course of the interviews, the battalion commanders made many insightful comments. In general, these comments reflected a positive evaluation of the trial program. Comments included:

- "Volunteers make good commanders."
- "Pre-ICCC commanders are the cream of the crop."
- "These (Pre-ICCC) commanders are hungry to excel."
- "I know I will get a great performer."
- "The way the program was introduced was good, but not all commanders should be in this program."
- "I've been overwhelmingly satisfied with the program."
- "Make this job a second command."
- "Helps educate the Officer Corps about OSUT and ITB."

The battalion commanders felt that the program was working well, and that the shortcomings discussed above are not "show stoppers." Battalion commanders recognized the constraints imposed on the Infantry from the captain shortage, and viewed the current program as an effective way to deal with this problem.

General Discussion

The current study has implications not only for ITB company command but also for related issues in the Army. First, with regard to ITB company command, leadership skills of Pre-ICCC company commanders were rated higher than Post-ICCC commanders by their drill sergeants, battalion CSMs, and battalion commanders. They were rated as being as good, overall, in their job performance as their ICCC graduate counterparts. Moreover, they learned their jobs quickly and were highly motivated to succeed. The combination of selecting highly competent volunteers for ITB command coupled with the promise of a second command provides a powerful incentive for success. While Pre-ICCC commanders may have lacked the experience level of Post-ICCC commanders, problems that stemmed from lack of experience were coped with through good management and senior leadership. Moreover, the personal qualities of the Pre-ICCC commanders, resulting from the careful selection to command from a list of highly qualified volunteers, helped them become effective commanders quickly.

It was unexpected that the Pre-ICCC commanders would be rated substantially and significantly higher in leadership skills than Post-ICCC commanders. However, the non-equivalent groups design of the study did not allow an unambiguous interpretation of the reasons for the differences between the two groups of officers. The relationship between motivation and work performance is complex (Steers & Porter, 1991), but carefully selected volunteers who are promised a highly valued follow-on command can be expected to perform very well. The two groups of commanders differed in several other respects including source of commissioning and prior enlisted service. Conventional wisdom within the Infantry holds ITB company command as less desirable than TO&E command and, indeed, may be perceived by the officer assigned to that command to be damaging to his career. To the extent this is true, officers assigned to ITB company command after completing ICCC may differ in their behavior from officers in the trial program, for whom ITB company command may be a stepping stone to greater success in the future. This interpretation, if accurate, suggests the need for further study and policy review beyond the scope of the present study.

A major implication is the demonstration of a program that appears to be effective in dealing with the captain shortage. Currently, the Army can only fill 84% of all competitive captain requirements, and the number of company-level commands will allow the Army to fill just 61% of branch qualified requirements (Cornwell, 1999). While the Army is taking other steps to increase the availability of captains, such as reducing the promotion time from first lieutenant to captain from 48 to 42 months (Tice, 1999), the current program represents one approach to dealing with the captain shortage.

A second major implication of the current study for the Army is the effect of rapid turnover of company commanders on the mission effectiveness of the company and its parent battalion. With the captain shortage, more rapid changing of assignments may become more common elsewhere in the Army. The current results show a strong concern at the battalion level of the effects of losing experienced company commanders prematurely, but also show that experienced and resourceful battalion commanders can employ approaches to minimize the effects of rapid turnover. Just how much and how frequent of turnover that a battalion or company can experience without diminishing its mission effectiveness is unknown, but apparently effects of turbulence can be reduced to some extent by good management practices. The degree to which turbulence effects can be managed in other Army settings depends, of course, on a host of factors. For example, the missions of operational units are not cyclical like ITB, and they are subject to deployments and other factors not found at ITB. Thus, turbulence effects may be far different in settings outside of ITB.

It is important to note that the attitudes of the battalion commanders and the brigade commander changed over the course of the study. When Phase I began, the trial program was new and approximately 20% of ITB company commanders were in the trial program. By the time Phase II was initiated, about six months after Phase I started, approximately 80% of ITB company commanders had assumed command prior to taking ICCC. Concomitant with the increase in the size of the trial program, there

was greater acceptance by the brigade and battalion commanders as evidenced by written and verbal responses obtained during the course of both phases of the study. Perhaps this represented an exemplar of the "mere exposure" effect noted by social psychologists or it may have simply reflected a better appreciation of the strengths and weaknesses of Pre-ICCC commanders based on more experience with them. In any event, there was a higher level of acceptance of the trial program by the conclusion of Phase II.

It should be emphasized that the same or similar results obtained in the current study could be quite different if the selection criteria for the program were changed. The current study establishes that carefully selected and screened junior officers who volunteer for company command prior to ICCC and who have the promise of a second and branch qualifying command later in their careers, can be very effective as company commanders in a training environment. The chief limitations of the program are the added leadership responsibilities that relatively inexperienced officers place on their battalion commanders and the short length of the command. Nevertheless, under these somewhat specialized circumstances, officers can be effective company commanders prior to completing ICCC.

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Appendix A

Previous Duty Positions Held and Army Schools Attended

Previous Duty Positions Held.....A-2

Army Schools Attended.....A-2

Previous Duty Positions Held

<i>Position</i>	<i>Pre-ICCC Commanders</i>	<i>Post-ICCC Commanders</i>
Platoon Leader	8	7
Company XO	6	7
Battalion S-3	5	4
Aide de Camp	1	0
Battalion S-1	1	0
Platoon Trainer	0	1
Headquarters and Headquarters Company XO	0	2
Battalion Maintenance Officer	0	2
Battalion Liaison Officer	0	1
SME/Infantry	0	1
Shooter/Instructor	0	1

Army Schools Attended

<i>School</i>	<i>Pre-ICCC Commanders</i>	<i>Post-ICCC Commanders</i>
Infantry Officer Basic Course	8	8
Airborne	7	7
Ranger	7	4
Jumpmaster	1	2
Air Assault	5	3
Infantry Mortar Leaders Course	2	4
Bradley Leaders Course	2	3
Strategic Deployment School	1	0
Pathfinder	0	1
Infantry Captain's Career Course	0	8
Drill Sergeant Course	0	1
NCO Education System	0	1
Basic NCO Course (BNCOC)	0	1
Combined Armed Service Staff Course	0	3
Master Fitness Trainer	0	1
Bradley Maintenance Officer Course	0	1
Shooter/Instructor Course	0	1

Appendix B

Phase I: Surveys and Interview Instrument

Company Commander Survey (Pre-ICCC Commanders).....	B-2
Company Commander Survey (Post-ICCC Commanders).....	B-5
Drill Sergeant Survey	B-8
Battalion Command Sergeants Major Survey.....	B-11
Battalion Commander Survey.....	B-14
Company Commander Interview Instrument.....	B-17

Company Commander Survey (Pre-ICCC Commanders)

1. Rank: _____
2. Unit: _____
3. Yrs and Months in Army: _____ yrs and _____ months
4. Source of commission (circle one):
ROTC OCS West Point
5. Army Experience (fill-in the table below). List your first duty position first; your current position last.

Duty positions held e.g., (Mortar Plt Ldr)	Months in position (8 months)	Post (Ft. Drum)
1		
2		
3		
4		
5		
6		
7		
8		

6. Army Schools Attended.

7. Why did you decide to join the Army and why did you select Infantry as your branch?

8. How many months have you been in command? _____

9. Why did you volunteer to be an ITB Company Commander prior to IOAC?

10. List the five primary goals you hope to achieve during your command and rate the degree to which you believe you have achieved those goals at this point in your command. List these goals from highest to lowest priority.

Goals	Rating: Exceeded, Met, or Partially Met <i>Circle one</i>		
1	E	M	PM
2	E	M	PM
3	E	M	PM
4	E	M	PM
5	E	M	PM

11. What expectations did you have for this position? (e.g., gain experience in)

Were these expectations met? Yes or No. Please explain or describe.

12. How long did it take you to become proficient in your duties as an ITB Company Commander?

- Within 2 months
- Within 2-4 months
- Within 4-6 months
- Within 6-8 months
- Within 8-10 months

13. Would you recommend this career route to another Infantry officer? Yes or No
Please explain your answer.

Company Commander Survey (Post-ICCC Commanders)

1. Rank: _____
2. Unit: _____
3. Yrs and Months in Army: _____ yrs and _____ months
4. Source of commission (circle one):
ROTC OCS West Point
5. Army Experience (fill-in the table below). List your first duty position first; your current position last.

Duty positions held e.g., (Mortar Plt Ldr)	Months in position (8 months)	Post (Ft. Drum)
1		
2		
3		
4		
5		
6		
7		
8		

6. Army Schools Attended.

7. Why did you decide to join the Army and why did you select Infantry as your branch?

8. How many months have you been in command? _____

9. List the five primary goals you hope to achieve during your command and rate the degree to which you believe you have achieved those goals at this point in your command. List these goals from highest to lowest priority.

Goals	Rating: Exceeded, Met, or Partially Met <i>Circle one</i>
1	E M PM
2	E M PM
3	E M PM
4	E M PM
5	E M PM

10. What expectations did you have for this position? (e.g., gain experience in)

Were these expectations met? Yes or No. Please explain or describe.

11. How long did it take you to become proficient in your duties as an ITB Company Commander?

- Within 2 months
- Within 2-4 months
- Within 4-6 months
- Within 6-8 months
- Within 8-10 months

12. Would you recommend this career route to another Infantry officer? Yes or No
Please explain your answer.

Drill Sergeant Survey

1. Unit: _____
2. Rank: _____
3. Are you a senior drill sergeant? Yes No
4. Months served as a drill sergeant: _____
5. Months served as a drill sergeant under your current commander: _____
6. How long did it take your commander to become proficient in his duties?

- Within 2 months
- Within 2-4 months
- Within 4-6 months
- Within 6-8 months
- Within 8-10 months

7. Have you served under other company Commanders? Yes No

If No, go to Question 8 on the next page.

If Yes, how many? _____

In general, how does your current company commander compare to the other commanders under which you have served (mark one)?

- Better
- As good
- Worse

Continue with Question 8 on the next page.

8. Listed below are numerous phrases that describe military leaders. Indicate the extent to which each characteristic applies to your current company commander.

Characteristic	For each characteristic, check (✓) one of the following blocks.			
	Does Not Apply	Applies Sometimes	Applies Most of the Time	Almost Always or Always Applies
Training of soldiers				
Has good ideas about training				
Enjoys working with young soldiers				
Has good rapport with young soldiers				
Is interested in training				
Motivates young soldiers				
Is dedicated to seeing that OSUT soldiers have quality training				
Instills a sense of discipline in young soldiers				
Monitors reinforcement training				
Is a good coach or trainer himself				
Organizational skills				
Good time manager				
Pays attention to details				
Delegates authority				
Works with you and others as a team				
Keeps you informed				
Insures orders are understood				
Insures tasks are supervised and accomplished				
Communicates goals clearly				
General attributes				
Is physically fit				
Possesses common sense				
Inspires others				
Is smart				
Is mature				
Works hard				
Has a sense of humor				
Military expertise				
Is technically proficient				
Knows Army tactics				
Knows Army training doctrine				

Characteristic	For each characteristic, check (✓) one of the following blocks.			
	Does Not Apply	Applies Sometimes	Applies Most of the Time	Almost Always or Always Applies
Decision-making				
Makes good decisions				
Makes timely decisions				
Develops creative, yet effective solutions to problems				
Uses good judgement in most of his actions and decisions				
Listens to all sides of a disagreement before deciding				
Professionalism				
Has high integrity				
Leads by example				
Takes responsibility for his actions				
Respected by others				
Interpersonal skills				
Listens to you				
Listens to others				
Will back you up				
Respects you				
Respects the soldiers				
Asks for your advice				
Praises you for a good job				
Encourages you to do your best				
Is an effective counselor				
Handles disputes well				

Battalion Command Sergeants Major Survey

1. Unit: _____
2. Yrs and Months in Army: _____ yrs and _____ months
3. We are asking you to assess _____ on his ability to command a company in this battalion.

How many company commanders have you seen as the Command Sergeants Major?

4. In general, how does _____ compare to the other company commanders in this battalion (mark one)?

Better
 As good
 Worse

5. How long did it take _____ to be proficient as a Company Commander?

Within 2 months
 Within 2-4 months
 Within 4-6 months
 Within 6-8 months
 Within 8-10 months

6. Do you believe that _____ will be a good company commander in a TO&E unit? Yes No
Please explain your answer.

7. Do you believe that _____ possessed the wisdom, maturity, and judgment to be assigned an ITB command? Yes No
Please explain your answer.

8. Listed below are numerous phrases that can describe military leaders. Indicate the extent to which each characteristic applies to _____.

Characteristic	For each characteristic, Check (✓) one of the following blocks.			
	Does Not Apply	Applies Sometimes	Applies Most of the Time	Almost Always or Always Applies
Training of soldiers				
Has good ideas about training				
Enjoys working with young soldiers				
Has good rapport with young soldiers				
Is interested in training				
Motivates young soldiers				
Is dedicated to seeing that OSUT soldiers have quality training				
Instills a sense of discipline in young soldiers				
Monitors reinforcement training				
Is a good coach or trainer himself				
Organizational skills				
Good time manager				
Pays attention to details				
Delegates authority				
Works with you and others as a team				
Keeps you informed				
Insures orders are understood				
Insures tasks are supervised and accomplished				
Communicates goals clearly				
Responds to higher-level tasks in a timely manner				
General attributes				
Is physically fit				
Possesses common sense				
Inspires others				
Is smart				
Is mature				
Works hard				
Has a sense of humor				
Military expertise				
Is technically proficient				
Knows Army tactics				
Knows Army training doctrine				

Characteristic	For each characteristic, Check (✓) one of the following blocks.			
	Does Not Apply	Applies Sometimes	Applies Most of the Time	Almost Always or Always Applies
Decision-making				
Makes good decisions				
Makes timely decisions				
Develops creative, yet effective solutions to problems				
Uses good judgement in most of his actions and decisions				
Listens to all sides of a disagreement before deciding				
Understands commander's intent before executing				
Professionalism				
Has high integrity				
Leads by example				
Takes responsibility for his actions				
Respected by others				
Interpersonal skills				
Listens to his drill sergeants				
Listens to others				
Backs up his drill sergeants				
Respects his drill sergeants				
Respects the soldiers				
Asks for input from drill sergeants				
Praises drill sergeants for a good job				
Encourages drill sergeants to do their best				
Is an effective counselor				
Handles disputes well				

9. Based on your observations to date, do you feel that the requirement for being an ITB Co Cdr should be graduation from IOAC? Yes or No

Again, please explain your answer.

Battalion Commander Survey

1. Unit: _____

2. Yrs and Months in Army: _____ yrs and _____ months

3. We are asking you to assess _____ on his ability to command a company in your battalion.

How many company commanders have you had during your battalion command?

4. In general, how does _____ compare to the other company commanders under your command (mark one)?

Better

As good

Worse

5. How long did it take _____ to be proficient as a Company Commander?

Within 2 months

Within 2-4 months

Within 4-6 months

Within 6-8 months

Within 8-10 months

6. Do you believe that _____ will be a good company commander in a TO&E unit? Yes No
Please explain your answer.

7. Do you believe that _____ possessed the wisdom, maturity, and judgment to be assigned an ITB command? Yes No
Please explain your answer.

8. Listed below are numerous phrases that can describe military leaders. Indicate the extent to which each characteristic applies to _____.

Characteristic	For each characteristic, Check (✓) one of the following blocks.			
	Does Not Apply	Applies Sometimes	Applies Most of the Time	Almost Always or Always Applies
Training of soldiers				
Has good ideas about training				
Enjoys working with young soldiers				
Has good rapport with young soldiers				
Is interested in training				
Motivates young soldiers				
Is dedicated to seeing that OSUT soldiers have quality training				
Instills a sense of discipline in young soldiers				
Monitors reinforcement training				
Is a good coach or trainer himself				
Organizational skills				
Good time manager				
Pays attention to details				
Delegates authority				
Works with you and others as a team				
Keeps you informed				
Insures orders are understood				
Insures tasks are supervised and accomplished				
Communicates goals clearly				
Responds to higher-level tasks in a timely manner				
General attributes				
Is physically fit				
Possesses common sense				
Inspires others				
Is smart				
Is mature				
Works hard				
Has a sense of humor				
Military expertise				
Is technically proficient				
Knows Army tactics				
Knows Army training doctrine				

Characteristic	For each characteristic, Check (✓) one of the following blocks.			
	Does Not Apply	Applies Sometimes	Applies Most of the Time	Almost Always or Always Applies
Decision-making				
Makes good decisions				
Makes timely decisions				
Develops creative, yet effective solutions to problems				
Uses good judgement in most of his actions and decisions				
Listens to all sides of a disagreement before deciding				
Understands commander's intent before executing				
Professionalism				
Has high integrity				
Leads by example				
Takes responsibility for his actions				
Respected by others				
Interpersonal skills				
Listens to his drill sergeants				
Listens to others				
Backs up his drill sergeants				
Respects his drill sergeants				
Respects the soldiers				
Asks for input from drill sergeants				
Praises drill sergeants for a good job				
Encourages drill sergeants to do their best				
Is an effective counselor				
Handles disputes well				

9. Based on your observations to date, do you feel that the requirement for being an ITB Co Cdr should be graduation from IOAC? Yes or No

Again, please explain your answer.

Company Commander Interview Instrument

PART I: Questions for Pre-ICCC and Post-ICCC Commanders

1a. **Pre-ICCC.** In this special program, you will be in command for about 11 months, compared to the normal tour of 18 months. What advantages would there be if you could serve in command an additional 6 to 7 months?

1b. **Post-ICCC only.** As you probably know, there is a pilot program ongoing where some individuals are serving as an ITB company commander for about 11 months before going to ICCC. Based on your command experience, what advantages do you see from serving in command a total of 18 months? Are there any drawbacks to serving 11 months?

2. **Pre-ICCC only.** In what ways do you think this job will help you in your future company command in the Army?
3. **Pre-ICCC only.** Why did you volunteer to be an ITB company commander prior to IOAC?
4. **Pre-ICCC only.** How did this assignment develop for you? That is, specifically how did you learn about this program, volunteer for it, and get selected for it?
5. How would you characterize your leadership style?
6. What three Army experiences have influenced your leadership style the most? By Army experiences I mean previous duty positions, schools or courses you have attended, any special assignments, working with certain leaders, and so forth. [Probe for explanation if not forthcoming.]
7. What Army experiences have been most influential in developing your approach to (or philosophy about, or goals for?) training recruits? Explain your answers.
8. How has your training approach or philosophy influenced how your drill sergeants train recruits?
9. What three Army experiences have influenced your ability to manage time as an ITB company commander? Explain your answers.
10. What tasks do you:
 Delegate to others?
 Do as a team?
 Do yourself?
11. What three Army experiences have influenced your ability to work with drill sergeants? Explain your answers.

12. If you were giving guidance to a new ITB company commander, what advice would you give him about working with drill sergeants?
13. If you could determine the policy for assignment of officers to an ITB company command, what three prerequisites would you specify? Give your reasons for each.
14. **Pre-ICCC only.** From what you know about ICCC, would it have helped prepare you to be an effective ITB company commander? Why, or why not?
15. What are the three most important personal qualities that an ITB company commander should possess? Explain your answers.
16. Do you believe that commanding in ITB will make you more effective in working with new soldiers and NCOs? in future assignments?
17. What could a prospective ITB company commander do to prepare himself for this assignment?

PART II: Post-ICCC Group Only

18. Should IOAC be a prerequisite for becoming an ITB company commander? Why or why not?
19. What skills, if any, did ICCC provide to prepare you to become an effective ITB company commander?
20. Are there any additional comments or insights you would like to make concerning the role of ICCC in preparing officers for ITB command?

Appendix C

Number of Commanders Receiving "Top," "Middle," and "Low" Agreement Ratings

Commander Group	Rating Category		
	Top	Middle	Low Agreement
General Attributes			
Pre-ICCC	7	1	2
Post-ICCC	2	4	2
Military Expertise			
Pre-ICCC	7	1	0
Post-ICCC	3	4	1
Professionalism			
Pre-ICCC	8	2	0
Post-ICCC	2	3	2
Organizational skills			
Pre-ICCC	6	2	0
Post-ICCC	3	3	2
Decision-Making			
Pre-ICCC	6	2	0
Post-ICCC	2	5	1
Interpersonal Skills			
Pre-ICCC	6	1	1
Post-ICCC	2	3	3
Training-General			
Pre-ICCC	7	1	0
Post-ICCC	3	3	2
Training-Soldiers			
Pre-ICCC	5	1	2
Post-ICCC	2	2	4

Appendix D
Summary of Phase I Ratings of Company Commanders

ITB Commander Ratings

General Attributes (7 Items)

Commander	Not Apply	Sometimes	Mostly	Always	Rating
Pre-ICCC 5	0.0%	0.0%	1.4%	98.6%	Top
Pre-ICCC 3	0.0%	1.6%	1.6%	96.8%	Top
Pre-ICCC 2	0.0%	0.0%	12.9%	87.1%	Top
Pre-ICCC 8	0.0%	7.1%	10.0%	82.9%	Top
Pre-ICCC 1	0.0%	0.0%	34.3%	65.7%	Top
Pre-ICCC 7	0.0%	1.4%	32.9%	65.7%	Top
Pre-ICCC 4	0.0%	1.4%	35.7%	62.9%	Top
Pre-ICCC 6	4.8%	15.9%	54.0%	25.4%	Middle
Post-ICCC 1	0.0%	0.0%	4.3%	95.7%	Top
Post-ICCC 4	0.0%	0.0%	20.4%	79.6%	Top
Post-ICCC 7	5.7%	12.9%	25.7%	55.7%	Middle
Post-ICCC 3	12.9%	21.4%	30.0%	35.7%	Middle
Post-ICCC 2	1.6%	12.9%	56.5%	29.0%	Middle
Post-ICCC 8	2.9%	22.9%	45.7%	28.6%	Middle
Post-ICCC 5	1.4%	31.4%	40.0%	27.1%	Low
Post-ICCC 6	0.0%	42.9%	32.1%	25.0%	Low

Military Expertise (3 Items)

Commander	Not Apply	Sometimes	Mostly	Always	Rating
Pre-ICCC 3	0.0%	0.0%	0.0%	100.0%	Top
Pre-ICCC 5	0.0%	0.0%	0.0%	100.0%	Top
Pre-ICCC 2	0.0%	0.0%	10.0%	90.0%	Top
Pre-ICCC 8	0.0%	10.0%	6.7%	83.3%	Top
Pre-ICCC 1	0.0%	0.0%	30.0%	70.0%	Top
Pre-ICCC 7	0.0%	3.3%	26.7%	70.0%	Top
Pre-ICCC 4	0.0%	6.7%	26.7%	66.7%	Top
Pre-ICCC 6	0.0%	7.4%	48.1%	44.4%	Middle
Post-ICCC 1	0.0%	0.0%	10.0%	90.0%	Top
Post-ICCC 4	0.0%	0.0%	14.3%	85.7%	Top
Post-ICCC 2	0.0%	3.7%	48.1%	48.1%	Top
Post-ICCC 7	0.0%	10.0%	43.3%	46.7%	Middle
Post-ICCC 3	0.0%	40.0%	20.0%	40.0%	Middle
Post-ICCC 5	0.0%	30.0%	33.3%	36.7%	Middle
Post-ICCC 6	0.0%	20.8%	66.7%	12.5%	Middle
Post-ICCC 8	6.7%	26.7%	56.7%	10.0%	Low

Decision Making (5 Items)

Commander	Not Apply	Sometimes	Mostly	Always	Rating
Pre-ICCC 3	0.0%	0.0%	0.0%	100.0%	Top
Pre-ICCC 5	0.0%	0.0%	14.0%	86.0%	Top
Pre-ICCC 2	0.0%	0.0%	20.0%	80.0%	Top
Pre-ICCC 8	2.0%	6.0%	14.0%	78.0%	Top
Pre-ICCC 1	0.0%	0.0%	42.0%	58.0%	Top
Pre-ICCC 4	0.0%	2.0%	46.0%	52.0%	Top
Pre-ICCC 6	2.2%	17.8%	51.1%	28.9%	Middle
Pre-ICCC 7	0.0%	10.2%	63.3%	26.5%	Middle
Post-ICCC 1	0.0%	2.0%	14.0%	84.0%	Top
Post-ICCC 4	0.0%	0.0%	20.0%	80.0%	Top
Post-ICCC 7	4.0%	26.0%	36.0%	34.0%	Middle
Post-ICCC 5	0.0%	36.0%	34.0%	30.0%	Middle
Post-ICCC 8	2.0%	44.0%	28.0%	26.0%	Middle
Post-ICCC 3	18.0%	28.0%	28.0%	26.0%	Low
Post-ICCC 6	0.0%	32.5%	42.5%	25.0%	Middle
Post-ICCC 2	2.2%	35.6%	46.7%	15.6%	Middle

Professionalism (4 Items)

Commander	Not Apply	Sometimes	Mostly	Always	Rating
Pre-ICCC 3	0.0%	0.0%	0.0%	100.0%	Top
Pre-ICCC 5	0.0%	0.0%	0.0%	100.0%	Top
Pre-ICCC 2	0.0%	0.0%	5.0%	95.0%	Top
Pre-ICCC 4	0.0%	0.0%	12.5%	87.5%	Top
Pre-ICCC 8	0.0%	2.5%	15.0%	82.5%	Top
Pre-ICCC 1	0.0%	0.0%	22.5%	77.5%	Top
Pre-ICCC 7	0.0%	5.0%	35.0%	60.0%	Top
Pre-ICCC 6	0.0%	11.1%	30.6%	58.3%	Top
Post-ICCC 1	0.0%	0.0%	5.0%	95.0%	Top
Post-ICCC 4	0.0%	0.0%	28.6%	71.4%	Top
Post-ICCC 7	2.5%	25.0%	22.5%	50.0%	Middle
Post-ICCC 8	0.0%	12.5%	47.5%	40.0%	Middle
Post-ICCC 5	0.0%	17.5%	42.5%	40.0%	Middle
Post-ICCC 3	12.5%	30.0%	17.5%	40.0%	Low
Post-ICCC 6	0.0%	40.6%	25.0%	34.4%	Middle
Post-ICCC 2	0.0%	16.7%	50.0%	33.3%	Middle

Training—General (4 Items)

Commander	Not Apply	Sometimes	Mostly	Always	Rating
Pre-ICCC 5	0.0%	0.0%	20.0%	80.0%	Top
Pre-ICCC 3	11.1%	0.0%	13.9%	75.0%	Top
Pre-ICCC 2	0.0%	2.5%	30.0%	67.5%	Top
Pre-ICCC 8	0.0%	10.0%	22.5%	67.5%	Top
Pre-ICCC 1	0.0%	5.0%	35.0%	60.0%	Top
Pre-ICCC 7	0.0%	7.5%	37.5%	55.0%	Top
Pre-ICCC 4	2.5%	12.5%	32.5%	52.5%	Top
Pre-ICCC 6	0.0%	22.2%	33.3%	44.4%	Middle
Post-ICCC 1	0.0%	2.5%	15.0%	82.5%	Top
Post-ICCC 4	0.0%	14.3%	25.0%	60.7%	Top
Post-ICCC 7	0.0%	7.5%	37.5%	55.0%	Top
Post-ICCC 2	2.8%	25.0%	36.1%	36.1%	Middle
Post-ICCC 3	12.5%	32.5%	27.5%	27.5%	Low
Post-ICCC 5	2.5%	30.0%	42.5%	25.0%	Middle
Post-ICCC 6	18.8%	15.6%	43.8%	21.9%	Low
Post-ICCC 8	0.0%	37.5%	42.5%	20.0%	Middle

Training—Soldier (4 Items)

Commander	Not Apply	Sometimes	Mostly	Always	Rating
Pre-ICCC 5	0.0%	0.0%	22.5%	77.5%	Top
Pre-ICCC 2	0.0%	2.5%	22.5%	75.0%	Top
Pre-ICCC 8	5.0%	10.0%	15.0%	70.0%	Top
Pre-ICCC 3	11.1%	8.3%	16.7%	63.9%	Low
Pre-ICCC 1	0.0%	12.5%	32.5%	55.0%	Top
Pre-ICCC 7	2.5%	10.0%	42.5%	45.0%	Middle
Pre-ICCC 4	0.0%	2.5%	65.0%	32.5%	Top
Pre-ICCC 6	11.1%	22.2%	38.9%	27.8%	Low
Post-ICCC 1	0.0%	0.0%	12.5%	87.5%	Top
Post-ICCC 4	0.0%	0.0%	32.1%	67.9%	Top
Post-ICCC 7	10.0%	17.5%	22.5%	50.0%	Low
Post-ICCC 2	0.0%	40.0%	22.9%	37.1%	Middle
Post-ICCC 5	10.0%	40.0%	17.5%	32.5%	Low
Post-ICCC 3	17.9%	30.8%	20.5%	30.8%	Low
Post-ICCC 6	43.8%	12.5%	25.0%	18.8%	Low
Post-ICCC 8	5.0%	30.0%	55.0%	10.0%	Middle

Interpersonal (10 Items)

Commander	Not Apply	Sometimes	Mostly	Always	Rating
Pre-ICCC 3	1.1%	0.0%	2.2%	96.7%	Top
Pre-ICCC 5	0.0%	0.0%	13.0%	87.0%	Top
Pre-ICCC 4	0.0%	2.0%	16.0%	82.0%	Top
Pre-ICCC 2	0.0%	0.0%	20.0%	80.0%	Top
Pre-ICCC 8	5.0%	7.0%	14.0%	74.0%	Top
Pre-ICCC 1	0.0%	1.0%	34.0%	65.0%	Top
Pre-ICCC 7	4.0%	19.0%	33.0%	44.0%	Middle
Pre-ICCC 6	11.1%	17.8%	41.1%	30.0%	Low
Post-ICCC 4	0.0%	0.0%	24.3%	75.7%	Top
Post-ICCC 1	2.0%	10.0%	22.0%	66.0%	Top
Post-ICCC 7	11.0%	17.0%	25.0%	47.0%	Low
Post-ICCC 3	15.0%	29.0%	18.0%	38.0%	Low
Post-ICCC 5	1.0%	24.0%	43.0%	32.0%	Middle
Post-ICCC 8	2.0%	23.0%	45.0%	30.0%	Middle
Post-ICCC 2	4.5%	19.3%	53.5%	22.7%	Middle
Post-ICCC 6	10.0%	43.8%	27.5%	18.8%	Low

Organizational (8 Items)

Commander	Not Apply	Sometimes	Mostly	Always	Rating
Pre-ICCC 5	0.0%	0.0%	7.6%	92.4%	Top
Pre-ICCC 8	1.3%	7.5%	10.0%	81.3%	Top
Pre-ICCC 3	0.0%	0.0%	20.8%	79.2%	Top
Pre-ICCC 2	0.0%	0.0%	25.0%	75.0%	Top
Pre-ICCC 1	0.0%	6.3%	28.8%	65.0%	Top
Pre-ICCC 4	0.0%	5.0%	45.0%	50.0%	Top
Pre-ICCC 6	2.9%	14.7%	42.6%	39.7%	Middle
Pre-ICCC 7	0.0%	10.0%	58.8%	31.3%	Middle
Post-ICCC 1	0.0%	5.0%	8.8%	86.3%	Top
Post-ICCC 4	0.0%	0.0%	28.6%	71.4%	Top
Post-ICCC 7	3.8%	8.8%	31.3%	56.3%	Top
Post-ICCC 2	1.4%	23.9%	39.4%	35.2%	Middle
Post-ICCC 3	8.8%	35.0%	23.8%	32.5%	Low
Post-ICCC 5	0.0%	28.8%	40.0%	31.3%	Middle
Post-ICCC 6	10.9%	26.6%	43.8%	18.8%	Low
Post-ICCC 8	0.0%	28.2%	60.3%	11.5%	Middle

Top ratings were defined as:

- All ratings in "Always"
- More than 50% in "Always," and remainder in "Mostly"
- More than 50% in "Mostly," remainder in "Always"
- 50% in "Always" and 50% in "Mostly"
- More than 50% in "Always," the remainder in "Mostly" and "Sometimes"

Middle ratings were defined as:

- More than 50% in "Mostly," the remainder in "Always" and "Sometimes"
- More than 50% in "Sometimes," the remainder in "Always" and "Mostly"
- All ratings distributed among "Always," "Mostly," and "Sometime," none greater than 50%

Low agreement ratings were defined as:

- Ratings distributed among all four categories, none greater than 50%

When the ratings in a given category were infrequent, that is 5% or less, these ratings were "shifted" to the next higher category to determine the overall rating for a Commander.

Appendix E

Goals for ITB Command and Expectations for Company Command

Goals for ITB Command.....	E-2
What Expectations Did You Have for This Command?.....	E-3

Goals for ITB Command

Goal	Pre-ICCC Commanders	Post ICCC Commanders
Understand soldiers better	1	0
Learn Commander's Adm. Requirements	3	0
Develop NCOs/officers working for me	4	4
Hone command skills	5	3
Have fun	3	3
Increase company morale	1	0
Conduct good training	3	1
Produce a better soldier	5	7
Ensure physical training goals met	2	6
Establish good command climate	2	2
Master training management skills	2	0
Learn the Uniform Code of Military Justice	1	0
Increase Basic Rifle Marksmanship scores	0	2
Improve Field Training Exercise	0	1
Improve cross rifle/ family day activities	0	1
Have no serious safety incidents	0	1
Maintain accountability of equipment and personnel	1	1
Keep chain of command informal	0	1
Develop a company family support group	0	1
Develop company standard operating procedures	0	1
Integrate army values into training	1	2
Prepare for civilian career	1	0

What expectations did you have for this command?

Expectation	Pre-ICCC Commanders	Post-ICCC Commanders
Learn about training	3	2
Develop leadership skills	6	2
Influence soldierization	2	1
Training will be adequately resourced	1	0
Support personnel will work hard/be professional	1	0
Training will be #1 priority	1	0
Gain experience in administrative actions	2	0
Gain experience in training management	1	0
Achieve long standing goal	0	1
Learn from drill sergeants	0	1
Graduate quality soldiers	1	1
Motivate soldiers	0	1
Motivate NCOs	0	1
Work long hours	0	1
Lots of PT	0	1
Little need to plan training schedules	0	1
High tempo job	0	1

Appendix F

Phase II Surveys and Interview Instrument

Drill Sergeant Survey.....	F-2
Battalion Commander Survey.....	F-6
Battalion Commander Interview Form.....	F-9

Drill Sergeant Survey

Purpose of Survey

The purpose of this survey is to obtain information on the effectiveness of different policies for determining when Infantry officers should be Company Commanders in ITB.

This survey focuses on the degree of turbulence that a change in company commander or other key personnel may cause in your work as a drill sergeant.

All responses will be kept confidential.

When you have completed the survey, please seal it in the envelope provided, and return it to your company commander. A representative from the Army Research Institute will collect completed surveys from him.

Full confidentiality will be maintained in the processing of all data. We appreciate your cooperation, and the time devoted to this survey.

PRIVACY ACT STATEMENT

Public Law 93-573, called the Privacy Act of 1974, requires that you be informed of the purpose and uses to be made of the information collected.

The Department of the Army may collect the information requested in this questionnaire under the authority of 10 USC 2358. Providing information in this questionnaire is voluntary. Failure to respond to any particular questions will not result in any penalty.

Unit: _____

1. **How many months have you served as a drill sergeant?** _____
2. **How many months have you served under your current company commander?** _____
3. **Please circle the number of ITB company commanders you have served under BEFORE your current company commander.**

0 1 2 3 or more

4. **How much disruption do you think a change in company commanders has on your day-to-day job of training soldiers?**

Place a check (✓) in the box that best applies.

no impact	minimal	moderate	substantial	major
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5. **How much effect does the training philosophy of the company commander have on how you do your job?**

Place a check (✓) in the box that best applies.

none	minimal	moderate	substantial	major
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6. **How strong of an impact does the company commander have on how you perform your day-to-day duties that do not deal directly with training of soldiers?**

Place a check (✓) in the box that best applies.

no impact	minimal	moderate	substantial	major
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7. Sometimes a change in personnel may affect your **day-to-day job performance**, because of the new person needing time to learn his job or because of new policies and procedures that person may introduce. **Please use the following scale to indicate how long you think it would ordinarily take to adjust to the new personnel that are indicated.**

- a. none - change has no effect on my daily work
- b. minimal - can adjust within a few days
- c. moderate - can adjust within 2 weeks
- d. substantial - may require 3-4 weeks to adjust
- e. major - may take more than 4 weeks

Using the scale defined above, please place a check (✓) in the box that best applies to each position.

Position	none	minimal	moderate	substantial	major
Battalion CSM					
Brigade CDR					
Company First SGT					
Battalion CDR					
Company CDR					
Senior Drill SGT					
Company XO					

8. Since you have been a drill sergeant, have you experienced a change in company commanders?

 YES NO

If you HAVE experienced a change in company commanders, how long did it take you to adjust to the requirements of the new company commander? If you have experienced more than one change in company commanders, give an estimate of the average time it took to adjust.

Place a check (✓) in the box that best applies.

<i>no time</i>	<i>minimal</i> a few days	<i>moderate</i> within 2 weeks	<i>substantial</i> 3-4 weeks	<i>major</i> more than 4 weeks

9. Changing company commanders may have several effects on a company. If you regularly changed commanders every 11 months instead of every 18 months, how concerned would you be about the following issues?

Place a check (✓) in the box that best applies.

	<i>not concerned</i>	<i>a little concerned</i>	<i>somewhat concerned</i>	<i>greatly concerned</i>
Ability of Cdr to fairly evaluate your job performance				
Cdr's ability to learn to deal effectively with different persons in his command				
Cdr establishing a reasonable training pace				
Cdr's efficient use of drill sergeant time, e.g., avoiding unnecessary "max drills"				
Cdr's efficient use of training time, e.g., good concurrent training/"hip pocket" training ideas				
Cdr's ability to manage training resources and logistics				
Your day-to-day job of training soldiers				
Cdr's understanding of the soldierization process				
Cdr's ability to know his job and execute it well				
The cadre's ability to adjust to a change in command climate				

10. In your experience with Company Commanders, what is the AVERAGE time it takes them to "get up to speed" in the following areas?

Place a check (✓) in the box that best applies

Task	0 - 1/2 Cycle	1/2 - 1 Cycles	1 - 1 1/2 Cycles	1 1/2 - 2 Cycles	2 - 2 1/2 Cycles	2 1/2 - 3 Cycles	More than 3 Cycles
Knowledge of POI							
Management of training resources and logistics							
Efficient use of drill sergeant time, e.g., avoiding unnecessary "max drills"							
Ability to fairly evaluate your job performance							
Establishing his leadership style with the cadre							
Learning to work effectively with the cadre							
Establishing a reasonable training pace							
Knowing his job and executing it well							
Managing time and resources for routine training, e.g. physical training, military customs							
Managing time and resources for major events, e.g., FTX							

Thank you for completing this survey. Your input is greatly appreciated.

Battalion Commander Survey

Purpose of Survey

The purpose of this survey is to obtain information on the effectiveness of different policies for determining when Infantry officers should be Company Commanders in ITB.

This survey focuses on the degree of turbulence that a change in company command has at both the company and battalion level. All responses will be kept confidential.

You will be interviewed by an Army Research Institute representative upon completing this survey. Please give the completed survey to him.

Full confidentiality will be maintained in the processing of all data. We appreciate your cooperation, and the time devoted to this survey.

PRIVACY ACT STATEMENT

Public Law 93-573, called the Privacy Act of 1974, requires that you be informed of the purpose and uses to be made of the information collected.

The Department of the Army may collect the information requested in this questionnaire under the authority of 10 USC 2358. Providing information in this questionnaire is voluntary. Failure to respond to any particular questions will not result in any penalty.

1. How much disruption do you think a change in company commanders has on the day-to-day training that soldiers receive?

Please place a check (✓) in the box that best applies:

no impact	minimal	moderate	substantial	major

2. How much effect does the training philosophy of the company commander have on how training is accomplished within a company?

Please place a check (✓) in the box that best applies:

none	minimal	moderate	substantial	major

3. How much of your time and effort is required to get a new company commander "up to speed?"

Please place a check (✓) in the box that best applies:

no impact	minimal	moderate	substantial	major

4. Suppose company commanders regularly changed every 11 months instead of 18 months. How concerned would you be about the following issues?

Please place a check (✓) in the box that best applies

	not concerned	a little concerned	somewhat concerned	greatly concerned
Your ability to fairly evaluate the co cdr's job performance				
Added workload to other battalion staff in getting co cdr "up to speed"				
Co cdr's ability to learn to deal effectively with different persons in his command				
Co cdr establishing a reasonable training pace				
Cdr's efficient use of drill sergeant time, e.g., avoiding unnecessary "max drills"				
Co cdr's efficient use of training time, e.g., good concurrent training/"hip pocket" training ideas				
Co cdr's ability to manage training resources and logistics				
Co cdr's understanding of the soldierization process				

Co cdr's ability to know his job and execute it well					
The cadre's ability to adjust to a change in command climate					

5. In your experience with company commanders, what is the AVERAGE time it takes them to "get up to speed" in the following areas?

Please place a check (✓) in the box that best applies

Task	0 - 1/2 Cycle	1/2 - 1 Cycles	1 - 1 1/2 Cycles	1 1/2 - 2 Cycles	2 - 2 1/2 Cycles	2 1/2 - 3 Cycles	More than 3 Cycles
Knowledge of POI							
Management of training resources and logistics							
Efficient use of drill sergeant time, e.g., avoiding unnecessary "max drills"							
Ability to fairly evaluate job performance of drills							
Establishing leadership style with the cadre							
Learning to work effectively with the cadre							
Establishing a reasonable training pace							
Knowing his job and executing it well							
Managing time and resources for routine training, e.g. physical training, military customs							
Managing time and resources for major events, e.g., FTX							

Battalion Commander Interview Form

Interview questions:

EXPERIENCE BASE

1. In the initial ITB company commander survey, there was disagreement between the written statements of battalion staff, several of whom stated in their written comments that they felt OAC grads were more mature than pre-OAC grads, and the scaled survey responses which showed the pre-OAC commanders being rated as more mature than the OAC grads.

- a. Do you see a difference in "maturity" between the two groups? (probe for which way)
- b. In what way does OAC contribute to the maturation of a junior officer, especially in preparing him for command?

TURBULENCE

2. A major concern with an 11 month rotation in ITB company commanders versus the current standard of 18 months is command turbulence.

- a. How concerned are you, overall, about the impact of more rapid turnover of company commanders on "turbulence" (broadly defined, including effects at company and battalion level)?

none a little moderately a great deal

- b. Name your top areas of concern regarding turbulence that may accompany a change in commanders.
- c. Would there be a way to diminish this turbulence (e.g., an orientation program for new commanders; holdover in other battalion positions)?
- d. Is the enthusiasm and motivation that the pre-OAC commanders have brought to ITB worth the possible effects of increased turbulence?

TRAINING MANAGEMENT

3. Another area of concern, voiced mostly by battalion level and up, is on training management.

- a. what do you mean when you speak of training management?

- b. in what ways does a change in company commanders affect this?
- c. how long does it take the average company commander to become an effective training manager?
- d. in this environment, what is the relative role of existing standards (e.g., POI) versus leadership in executing training?

GENERAL

- 4. In your experience, what are the strongest points that pre-OAC commanders have brought to their command?
- 5. What are their chief weaknesses?
- 6. Is the trade-off between what you gain from this program worth the possible costs in terms of turbulence?
- 7. In your opinion, is there a significant problem in the traditional requirements for gaining ITB company command? (Probe, depending on response)
- 8. You work with the company commanders every day. What criteria would you use for selecting an officer to this job?
- 9. If the model program is maintained, what do you see as its weak points and its strong points?
- 10. Are there any additional comments you would like to make?